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June 29, 1951

PROPOSED ARRANGEMENTS IN SUPPORT OF THE UNDER SECRETARY'S  
PARTICIPATION IN THE PSYCHOLOGICAL STRATEGY BOARD (PSB)

THE PROBLEM:

To provide Mr. Webb with the continuing and immediate staff assistance which he will require as a member of the PSB.

DISCUSSION:

The Psychological Strategy Board was established by the President in order to give direction to the national psychological effort. The members of the Board have met informally and discussed its functions, the broad scope of which clearly indicates the need for providing effective staffing arrangements for the Under Secretary.

Psychological strategy problems will draw the personal attention of Mr. Webb, of top ranking officers in the other member agencies and of senior people on their respective staffs. These problems will vary widely in substance, and agency responsibilities will fluctuate accordingly. Within the State Department Mr. Barrett has the primary substantive responsibility in the psychological field. He will serve as Mr. Webb's alternate when necessary at meetings of the top Board; he will chair personally the Psychological Operations Coordinating Committee (POC) and he will be expected to keep closely in touch with the Under Secretary on psychological problems. It can be expected, moreover, that other officers will have a predominant interest in these problems from time to time, such as Mr. Mathews, Mr. Perkins and Mr. Rusk.

The internal staffing requirements of the PSB are, and ought to be, analogous to the requirements of other top groups in which the Secretary and the Under Secretary are personally active, such as the National Security Council, The Defense Mobilization Board, the Under Secretary's meeting, The International Monetary Fund and Bank, Mr. Webb's meetings in the past with Senator Connally, and the Secretary's regular appointments at the White House. In all these instances it is the responsibility of S/S to work with responsible substantive offices of the Department in the preparation of coordinated briefing materials tailored to the known requirements

of S and U.

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of S and U. This arrangement is also consistent with established procedures for handling the regular flow of papers which ultimately require the personal attention of the Secretary or Under Secretary.

Accordingly it is proposed that an officer of S/S be designated to follow the activities of the Psychological Strategy Board for Mr. Webb to insure that appropriate action assignments are made on time and carried out by the right people, and that problems requiring the personal attention of the Under Secretary are prepared for him in accordance with the best criteria for completed staff work.

This S/S officer should also serve as the Secretariat's representative on Mr. Barrett's Psychological Operations Coordinating Committee (POC). This would give him an added substantive foundation, bringing him close to Mr. Barrett and the P area specialists most closely concerned with psychological strategy problems, and enabling him to contribute to the desired coordination between S and P. He would already be familiar with the rest of the Department and with the techniques of coordination including the essentials of interdepartmental relations.

This officer would serve the PSB by receiving the documentation of the Board as it comes in; and in consultation with P he would assign action responsibilities and deadlines for Mr. Webb, and arrange for clearances, information routings, or other necessary actions. He would work with Mr. Barrett and his staff in setting up necessary briefing sessions for Mr. Webb, and inviting appropriate officers to attend them, and he would see that necessary materials are made ready for Mr. Webb, both for departmental briefings and meetings of the Board itself. He should attend the briefings in Mr. Webb's office and take care of any reporting or follow-up requirements that arise. He would maintain a master PSB file close to Mr. Webb's office for his personal use. He would use the regular S/S facilities for supporting any activities or problems elsewhere in the Department which should be taken into account in connection with PSB.

The S/S officer would, of course, work closely with Mr. Barrett's Project officer for PSB who is also the Executive Secretary of POC. The internal P staffing pattern for PSB will be the subject of a separate memorandum.

It is believed that the proposal briefly outlined above offers the best way of providing Mr. Webb with close staff support in the

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affairs of the Board, is in line with existing substantive responsibilities within the Department, and is consistent with tested staffing practices in S and U.

**RECOMMENDATION:**

That an S/S officer be responsible for providing the Under Secretary the immediate support which will be required, exploiting fully the resources of the Department.